

# **BEACON HR/Payroll Knowledge Transfer Strategy**

Prepared by:

**The Change Management Team**

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# Introduction

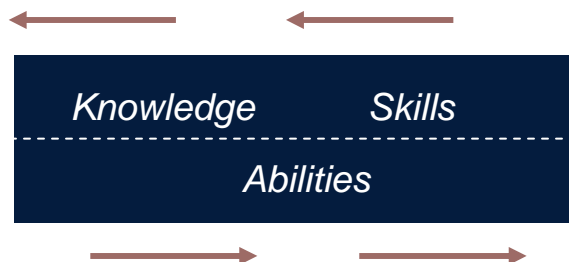
## Knowledge Transfer Strategy Purpose

The BEACON HR/Payroll Project Knowledge Transfer Strategy provides the State with a road map for transferring the knowledge, skills and abilities required to operationally maintain the system without external support.

### PMIS, DOT Payroll, Central Payroll

- Business Processes
- Roles / Responsibilities
- Technical Structure

### Knowledge Transfer



### Beacon HR/Payroll

- Business Processes
- Roles / Responsibilities
- Technical Structure

## Knowledge Transfer Strategy Objectives

- Provide a robust, automated knowledge transfer process that:
  - Communicates knowledge transfer requirements to team members;
  - Monitors and tracks knowledge transfer activities and completion measures;
  - Facilitates regular scorecard reporting so that knowledge transfer can be measured and tracked; and
  - Supplies a convenient, easy method for team leads to manage knowledge transfer.

## Knowledge Transfer Strategy Focus

- Knowledge transfer process is focused on the following BEACON HR/Payroll Project teams:
  - Project Management Team;
  - Change Management Team;
  - Functional Team;
  - Integration Team;
  - Technical Infrastructure Team; and
  - Technical Development Team.

## Knowledge Transfer Learning Strategies

- A number of learning strategies are used to transfer knowledge from consultants to State BEACON HR/Payroll Project team members, such as:
  - State conduct Formal / Instructor-led (SAP and 3rd Party);
  - State conduct CBT Training Curriculum (SAP online training courses);
  - BearingPoint conduct Shadowing / Mentoring;
  - BearingPoint conduct Kickoff or Orientation Sessions;
  - BearingPoint conduct Reference Material or Documentation;
  - BearingPoint conduct Workshops; and
  - BearingPoint conduct Lunch ‘n Learns.

# Knowledge Transfer Approach



## Knowledge Transfer Planning

- Program Management Office (PMO) will facilitate a meeting with project team leads to review project plan tasks for upcoming phases to:
  - Identify capabilities required for roles;
  - Recommend knowledge and skills required to develop capability;
  - Determine learning strategies; and
  - Create learning plans for team members.

***Knowledge transfer plans will be developed relevant to specific roles on the project team.***

## Knowledge Transfer Phase Start-up Meetings

- PMO holds knowledge transfer phase start-up meetings with team leads that focus on:
  - Identifying roles;
  - Assigning tasks to roles;
  - Identifying capabilities required for roles;
  - Recommending knowledge and skills required to develop capability;
  - Determining the most efficient and effective learning strategy to transfer required knowledge and skills;
  - Creating and/or validating personal learning plans (PLPs) for each role;
  - Gaining agreement on assessment and observation methods; and
  - Determining timeline for 1-on-1's (or group meetings) with team leads and team members to review knowledge transfer expectations and strategies.

**Identify Required  
Role Capabilities**

**Create Personal  
Learning Plans**

**Validate Personal  
Learning Plans**

## Knowledge Transfer Phase Review Meetings

- In the knowledge transfer review process a mid-phase and final review meeting will occur.
  - Mid-phase reviews, optional for shorter phases, focus on two key activities:
    - Team members evaluate their proficiency on knowledge transfer tasks; and
    - Team leaders and team members meet to discuss proficiency evaluations and actual results.
  - In final knowledge transfer reviews:
    - Team leaders meet with team members to review and agree upon final proficiency evaluation; and
    - Team leaders enter proficiency evaluations into knowledge transfer database.

**Mid-phase Review**

**Final Review**

**Remedial Plan Review**

## Knowledge Transfer Remedial Plan Review Meeting

- A remedial plan (if required) will be developed by team leads to correct proficiency shortfalls and these plans will be monitored by the PMO.
- Team leads will conduct the following activities:
  - Meet with PMO and training team to discuss knowledge transfer learning strategies;
  - Develop remedial knowledge transfer plan that includes alternative, additional and/or repeated learning activities;
  - Update individual learning plans to reflect additional knowledge transfer learning activities and monitor results;
  - In the event that remedial knowledge transfer activities have been conducted and team members have not gained adequate transfer of knowledge, team leaders and PMO will discuss and determine appropriate actions.

**Mid-phase Review**

**Final Review**

**Remedial Plan Review**

## Knowledge Transfer Proficiency Structure & Evaluation

- Knowledge transfer plan items will be evaluated on the following proficiency evaluation scale:
  - Awareness;
  - Working Knowledge; and
  - Expert.
- Knowledge transfer plans will be evaluated at all three levels of the project team organizational structure:
  - Team Member;
  - Lead (i.e., Communications Lead, Change Lead, Core HR Lead); and
  - Team Lead (i.e., Change/Communications Lead, Functional Lead).

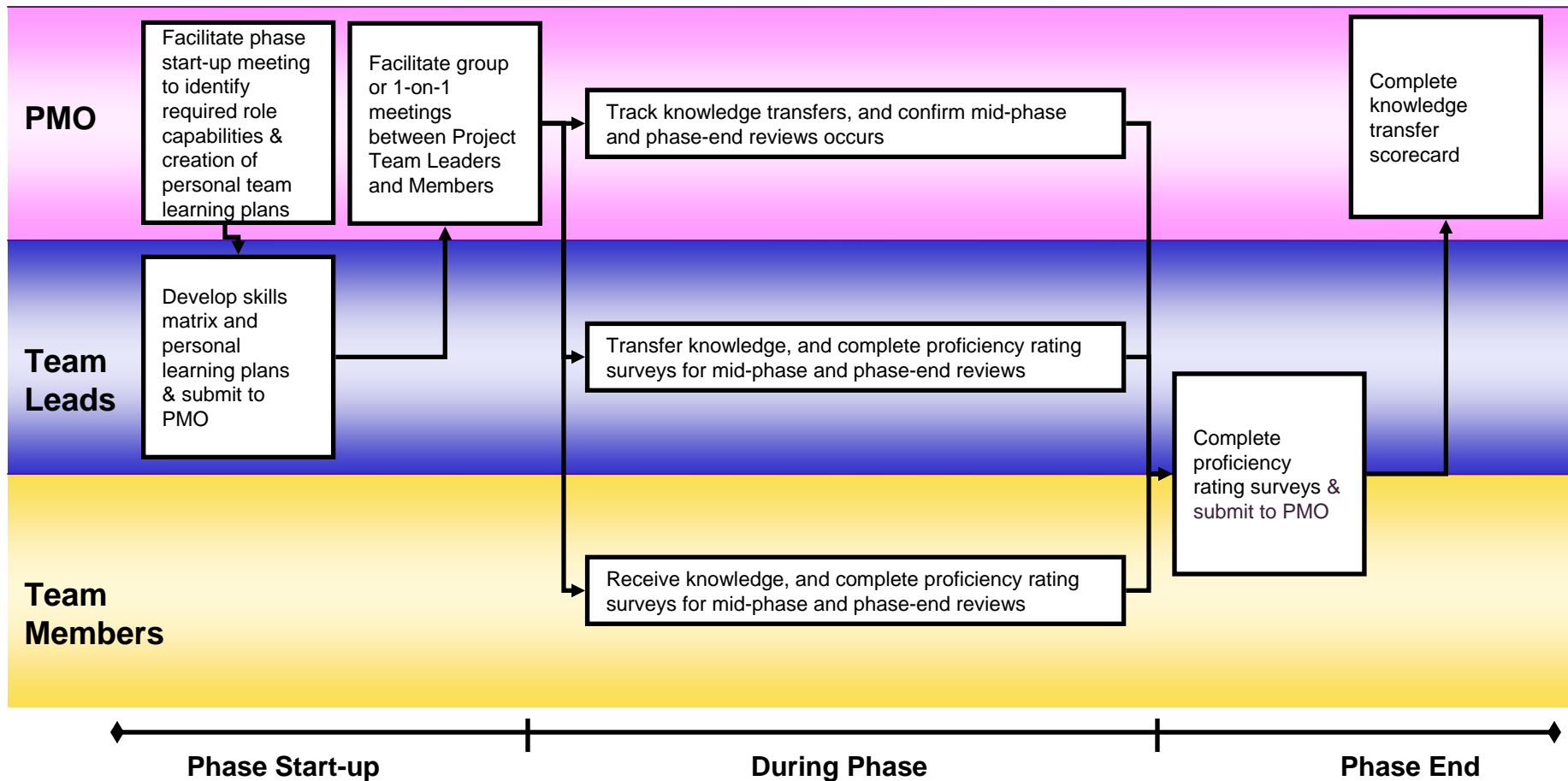
***The proficiency evaluation is intended to assess knowledge transfer and not team member performance.***

## Knowledge Transfer Scorecard

- Knowledge transfer reports will be developed to track progress and will focus on the following scorecard areas:
  - Functional team name;
  - Percentage of personal learning plans completed;
  - Percentage of mid-phase assessment reviews completed; and
  - Percentage of phase final assessment reviews completed.

Functional Team Name	Personal Learning Plans % Complete	Mid-phase Assessment Review % Complete	Phase-end Final Assessment Review % Complete

## Knowledge Transfer Approach Summary



## Knowledge Transfer Timeline

### Blueprinting

Apr. '06 – Dec. '06

**November 17**

Complete Personal Learning Plans

**December 22**

Conduct Phase-end Reviews

### Realization

Jan. '07 – Oct. '07

**January 19**

Complete Personal Learning Plans

**May 18**

Conduct Mid-Phase Reviews

**October 5**

Conduct Phase-end Reviews

### Final Preparation

Nov. '07 – Dec. '07

**November 2**

Complete Personal Learning Plans

**January 18**

Conduct Phase-end Reviews

### Go Live

Jan. '08 – Apr. '08



## **Appendix A: Team Resource Alignment**

## Project Management Team Resource Alignment

OSC Team Member	Role	Coach
Josie Macklin	Program Coordinator	Not Filling at this Time
Not currently filled	Business Analyst	Mark Mehrespand
Josie Macklin	Project Librarian/Logistics	Tonya Powell
Not currently filled	Project Scheduler/Web Server	Chris Cavallo

## Change Management Team Resource Alignment

OSC Team Member	Role	Coach
Edward Brodsky	Change/Communication Team Lead	Tom Legare
Tyler Jones	Communications Lead	Tim Poppema
Libby Williams	Change Management Lead	Chris Loso
TBD	Workforce Transition	TBD
Posted	Training Lead	TBD

## Functional Team Resource Alignment

OSC Team Member	Role	Coach
Anita Ward	Functional Team Lead	TBD
Don Childrey	Time Lead	Hillary Robinette
Julie New	Core HR Lead	Tom Gross
Wendy Griffin	Payroll Lead	Tom Boudeau/Roger Singletary
Ray Scerri	Benefits Lead	Bonnie Ledbetler
Kate Bowman	Time Management Team Member	Hillary Robinette
Posted	PD/ Training Lead	Susan Uglow
Aimee Rice	Payroll Analysis #1 Team Member	Tom Boudeau/Roger Singletary
Not Filling at this Time	Payroll Analysis #2 Team Member	Steve Murray
Winnie Creech	Personnel Administration Team Member	Paul Yenter
Not Filling at this Time	PD/Training Team Member	Susan Uglow
Not Filling at this Time	Org. Management Team Member	Gaye Sopp



## Integration Team Resource Alignment

OSC Team Member	Role	Coach
Teresa Shingleton	Integration Team Lead	Manoj Pandya
Rick Pieringer	FICO Team Lead	Nick Zahiri
Not Filling at this Time	Legacy Application Team Lead	Not Filling at this Time
Not Filling at this Time	FICO Team Member	Nick Zahiri

## Technical Infrastructure Team Resource Alignment

OSC Team Member	Role	Coach
Martin Geres	Infrastructure Team Lead	Richard Fox/Marin Geres
Not Filling at this Time	Basis Support Team Lead	George Odoom
Angela Billingsley	SAP Portal Team Lead	Tom Ficker
Not Filling at this Time	Application Security Team Lead	Shelly Eckerman
Karen DeLeon	BI Team Lead	Heather King
Fernando Guevarra	Basis Support Team Member 1	George Odoom
Duane Coley	Basis Support Team Member 2	George Odoom
Not Filling at this Time	Basis Support Team Member 3	George Odoom
Not Filling at this Time	Basis Support Team Member 4	George Odoom

## Technical Infrastructure Team Resource Alignment

OSC Team Member	Role	Coach
Not Filling at this Time	Portal Analyst	Tom Ficker
Not Filling at this Time	ESS/MSS Team Member	Tom Ficker
Not Filling at this Time	Web Developer	Tom Ficker
Brenda Stolzenberg	IT Security #1	Shelly Eckerman
Not Filling at this Time	IT Security #2	Shelly Eckerman
Not Filling at this Time	BW Team Member	Heather King

## Technical Development Team Resource Alignment

OSC Team Member	Role	Coach
Valerie Maat	Development Team Lead	Richard Fox/ Martin Geres
Thurman Ross	Interface Lead Developer	Sri Kosuri
Not Filling at this Time	Interface Developer	Sri Kosuri
Li-Huei Chang	Reporting Lead	Heather King
Carlos Arbelaez	Reporting Developer	Heather King
Rick Lane	Reporting Analysis	Heather King
Mike Mason	Conversion Lead	Anjani Vemula
Mallika Guruswamy	Data Conversion Developer	Anjani Vemula



## **Appendix B: Blueprint Learning Plan Baseline**

## Project Management Team Skills

Team Member: \_\_\_\_\_  
 Team Lead: \_\_\_\_\_

### Blueprinting PMO Skills Matrix

		Project Coordinator	Financial Analyst	Vehicle	Desired Proficiency Level			Start date	Completion date	Status
					Awareness	Working Knowledge	Expert			1=Not started, 2=In progress, 3=Complete
Basic Project Skills and Tools:										
	Designing Process Flows									
	ASAP Methodologies									
	Microsoft Project									
	SAP Solution Manager									
Understand master data requirements for the following:										
	Onboarding	X		OPT/shadow						
	Offboarding	X		OPT/shadow						
	PMO communications	X		OPT/shadow						
	Team status report administration	X		OPT/shadow						
	Earned Value Reporting		X	OPT/shadow						
	Cost Manager Module		X	Formal Training						
	Billing & invoicing		X	OPT/shadow						
	Vendor management		X	OPT/shadow						
	Contract management		X	OPT/shadow						
	SCIO status reporting		X	OPT/shadow						
	Steering Committee reporting		X	OPT/shadow						

# Change Management Team Skills

Team Member: \_\_\_\_\_  
 Team Lead: \_\_\_\_\_

**Blueprinting Change Management Skill Matrix**

		Lead	Team lead	Member	Vehicle	Desired Proficiency Level			Start date	Completion date
						Awareness	Working Knowledge	Expert		
Basic Project Skills and Tools:										
	Designing Process Flows (Visio)									
	ASAP Methodologies									
	Microsoft Project									
	SAP Solution Manager									
Understand master data requirement for the following:										
	Approve time	X			Formal Training					
	Update Project Plan	X			Formal Training					
	Write Weeklies	X	X	X	Formal Training					
	Interview Leaders	X	X		OPT/ Shadow					
	Develop survey tools for change		X	X	OPT/ Shadow					
	Write newsletters		X	X	OPT/ Shadow					
	Draft communicaitons plan	X	X		OPT/ Shadow					
	Develop Style guide		X	X	OPT/ Shadow					
	Conduct Presentations	X	X	X	Formal Training					
	Orchestrate Events		X	X	OPT/ Shadow					
	Develop Power point presentations		X	X	OPT/ Shadow					
	Develop Knowledge Transfer Plan	X	X		OPT/ Shadow					
	Develop feedback tools		X	X	OPT/ Shadow					
	Utilize Zoomerang		X	X	Formal Training					
	Conduct org risk assesments	X	X		OPT/ Shadow					
	Develop governance structure for BSTs	X	X		Formal Training					
	Analyze results of assesments		X	X	OPT/ Shadow					
	Determine Stakeholder Impacts		X	X	OPT/ Shadow					
	Develop Leadership Strategy	X	X		OPT/ Shadow					
	Develop Leadership action plans		X	X	OPT/ Shadow					
	Conduct Leadership Workshops	X	X		OPT/ Shadow					
	Identify Organizational Risks		X	X	OPT/ Shadow					
	Monitor BST scorecards	X	X	X	OPT/ Shadow					
	Evalurate HR processes	X	X	X	OPT/ Shadow					
	Develop and implement ongoing communications		X	X	OPT/ Shadow					
	Stakeholder Tracking		X	X	OPT/ Shadow					
	Communications Tracking		X	X	OPT/ Shadow					

## Functional Team Basic Project Skills

Team Member: \_\_\_\_\_

Team Lead: \_\_\_\_\_

### Personal Development Skills Matrix

		Lead	Team Lead	Member	Vehicle	Desired Proficiency Level			Start date	Completion date	Status
						Awareness	Working Knowledge	Expert			
											1=Not started, 2=In Progress, 3=Complete
<b>Basic Project Skills and Tools:</b>											
	Designing Process Flows (Visio)										
	ASAP Methodologies										
	Microsoft Project										
	SAP Solution Manager										

## Functional Team Personal Development Skills

Team Member: \_\_\_\_\_

Team Lead: \_\_\_\_\_

### Personal Development Skills Matrix

		Lead	Team Lead	Member	Vehicle	Desired Proficiency Level			Start date	Completion date	Status
						Awareness	Working Knowledge	Expert			1=Not started, 2=In Progress, 3=Complete
Personal Development Team Skills											
	Understand master data requirements for the following:										
	Qualification Groups	X	X	X	OPT, Shadow, Reading						
	Proficiency Scales & Descriptions		X	X	OPT, Shadow, Reading						
	Validity/Depreciation Dates		X	X	OPT, Shadow, Reading						
	Personnel Profile/Subtab Views		X	X	OPT, Shadow, Reading						
	Prerequisites (Courses and Quals)		X	X	OPT, Shadow, Reading						
	Development Plan Groups		X	X	OPT, Shadow, Reading						
	Development Plans		X	X	OPT, Shadow, Reading						
	Decision - include all courses or only those in the Individual Development Plan. Understand impact.		X	X	OPT, Shadow, Reading						
	Appraisals - processes		X	X	OPT, Shadow, Reading						
	Appraisal Types		X	X	OPT, Shadow, Reading						

## Functional Team Personnel Administration Skills

Team Member: \_\_\_\_\_

Team Lead: \_\_\_\_\_

### Personal Development Skills Matrix

		Lead	Team Lead	Member	Vehicle	Desired Proficiency Level			Start date	Completion date	Status
						Awareness	Working Knowledge	Expert			1=Not started, 2=In Progress, 3=Complete
Personnel Administration Team Skills											
	Components of SAP HR	x	x	x	OPT, Workshops						
	SAP Terminology	x	x	x	OPT, Workshops						
	Master Data	x	x	x	OPT, Workshops						
	Personnel Actions	x	x	x	OPT, Workshops						
	Personnel Actions Reasons	x	x	x	OPT, Workshops						
	SAP Employment Status	x	x	x	OPT, Workshops						
	Historical Data	x	x	x	OPT, Workshops						

## Functional Team Payroll Skills

Team Member: \_\_\_\_\_

Team Lead: \_\_\_\_\_

### Personal Development Skills Matrix

		Lead	Team Lead	Member	Vehicle	Desired Proficiency Level			Start date	Completion date	Status
						Awareness	Working Knowledge	Expert			1=Not started, 2=In Progress, 3=Complete
<b>Payroll Team Skills</b>											
	<b>Understand master data requirements for the following:</b>										
	Earnings	X	X	X	OPT, Shadow, Workshops						
	Deductions	X	X	X	OPT, Shadow, Workshops						
	Garnishments	X	X	X	OPT, Shadow, Workshops						
	Off-Cycle Processing	X	X	X	OPT, Shadow, Workshops						
	Payroll Calendars	X	X	X	OPT, Shadow, Workshops						
	FICO/3PR?/MEA Integration	X	X	X	OPT, Shadow, Workshops						
	Employee Payments	X	X	X	OPT, Shadow, Workshops						
	Concurrent Employment	X	X	X	OPT, Shadow, Workshops						
	Payroll Taxation	X	X	X	OPT, Shadow, Workshops						

# Functional Team Training & Events Management Skills

Team Member: \_\_\_\_\_

Team Lead: \_\_\_\_\_

**Personal Development Skills Matrix**

		Lead	Team Lead	Member	Vehicle	Desired Proficiency Level			Start date	Completion date	Status
						Awareness	Working Knowledge	Expert			1=Not started, 2=In Progress, 3=Complete
Training and Events Management Team Skills											
	Understand master data requirements for the following:										
	Locations	X	X	X	OPT, Shadow, Reading						
	Buildings		X	X	OPT, Shadow, Reading						
	Classrooms		X	X	OPT, Shadow, Reading						
	Course Groups		X	X	OPT, Shadow, Reading						
	Course Types		X	X	OPT, Shadow, Reading						
	Prerequisites (Courses and Quals)		X	X	OPT, Shadow, Reading						
	Schedules		X	X	OPT, Shadow, Reading						
	Course Price		X	X	OPT, Shadow, Reading						
	Booking Priorities		X	X	OPT, Shadow, Reading						
	Course Appraisals		X	X	OPT, Shadow, Reading						
	Attendee Appraisals		X	X	OPT, Shadow, Reading						
	Scales		X	X	OPT, Shadow, Reading						
	Proficiency Descriptions		X	X	OPT, Shadow, Reading						
	Vendors		X	X	OPT, Shadow, Reading						
	Attendee Checks & Warnings (prerequisites, previous bookings, duplicate bookings)		X	X	OPT, Shadow, Reading						
	Reasons for Attendee Cancellations		X	X	OPT, Shadow, Reading						
	Reasons for Course Cancellations		X	X	OPT, Shadow, Reading						
	Correspondence - When to trigger, Message templates		X	X	OPT, Shadow, Reading						
	Process - Training Request Approval Process		X	X	OPT, Shadow, Reading						
	ESS - Functions		X	X	OPT, Shadow, Reading						



## Functional Team Time Management Skills

Team Member: \_\_\_\_\_

Team Lead: \_\_\_\_\_

### Personal Development Skills Matrix

		Lead	Team Lead	Member	Vehicle	Desired Proficiency Level			Start date	Completion date	Status
						Awareness	Working Knowledge	Expert			1=Not started, 2=In Progress, 3=Complete
Time Management Team Skills											
	Understand master data requirements for the following:										
	Work Schedules	x	x	x	OPT, Workshops						
	Employment Contracts	x	x	x	OPT, Workshops						
	Leaves of Absence	x	x	x	OPT, Workshops						
	Premium Pay	x	x	x	OPT, Workshops						
	Integration with Payroll and HR	x	x	x	OPT, Workshops						
	Quotas	x	x	x	OPT, Workshops						
	Time Management Reporting	x	x	x	OPT, Workshops						
	Time Management Interfaces	x	x	x	OPT, Workshops						
	Time Management Conversions	x	x	x	OPT, Workshops						
	Time Management Extensions	x	x	x	OPT, Workshops						

## Integration Team Skills

Team Member: \_\_\_\_\_

Team Lead: \_\_\_\_\_

**Personal Development Skills Matrix**

		Lead	Team Lead	Member	Vehicle	Desired Proficiency Level			Start date	Completion date	Status
						Awareness	Working Knowledge	Expert			1=Not started, 2=In Progress, 3=Complete
Integration (FI) Team Skills											
	Project Standards, documentations and Procedures	X	X	X	OPT, Orientation, Reading, Formal training						
	ASAP implementation methodology	X	X	X	Orientation, OPT for SM						
	Blueprint workshop procedures	X	X	X	OPT/ Shadow						
	How to prepare QADB for workshops		X		OPT/ Shadow						
	Different organization elements in FI/CO/FM	X	X	X	OPT/ Shadow						
	Understand and assist in Workshop presentations	X	X		OPT/ Shadow						
	Detail knowledge about those agencies and component units implementing SAP	X	X	X	Workshop, Reading						
	Approach adopted and lesson learned by other States to implement SAP and arrange detail discussion with them		X		Reading and Conference calls with other state projects						
	Process of conducting workshops	X	X		OPT,Reading						
	Drafting workshop documentations	X	X	X	Reading, OPT, Workshops						
	Presenting the workshop outcome to end users	X	X		OPT/ Shadow						
	Conduct workshops with OSC and other users and address their concerns	X	X		Workshops						
	Define organization structures for BICON implementation	X	X	X	Workshops,OPT						
	Process of integration with other functional teams	X	X		OPT,Workshops						
	Identify Organizational Risks		X		OPT,Reading						
	Understand the development specification document formats	X	X	X	OPT,Reading						
	Knowledge about NCDOT and Universities requirements for payroll and salary control interface	X	X		Reading, OPT, Workshops						
	Knowledge about OSC requirements for payroll postings	X	X	X	Reading, OPT, Workshops						
	Develop training and knowledge transfer plan for OSC team members		X		Reading, OPT, Workshops						
	Work with change management team on end user stakeholders impact and change management processes		X		Reading, Workshops						
	SAP Modules training as identified	X	X	X	Formal Training						

## Technical Infrastructure Team Basic Project Skills

Team Member: \_\_\_\_\_

Team Lead: \_\_\_\_\_

### Blueprinting Technical Team Project Skill Matrix

	Lead	Team Lead	Member	Vehicle	Desired Proficiency Level			Start date	Completion date	Status
					Awareness	Working Knowledge	Expert			1=Not started, 2=In progress, 3=Complete
<b>Basic Project Skills and Tools</b>										
Designing Process Flows (Visio)										
ASAP Methodologies										
Microsoft Project										
SAP Solution Manager										

## Technical Infrastructure Team Security Skills

Team Member: \_\_\_\_\_

Team Lead: \_\_\_\_\_

### Blueprinting Technical Team Project Skill Matrix

	Lead	Team Lead	Member	Vehicle	Desired Proficiency Level			Start date	Completion date	Status
					Awareness	Working Knowledge	Expert			1=Not started, 2=In progress, 3=Complete
<b>Security Team Skills</b>										
<b>Recommended SAP Courses</b>										
SAP - ADM940 - Basic SAP Security Concepts	X	X		Formal Training						
SAP - HR940 - HR Security		X		Formal Training						
<b>SAP Overview</b>										
SAP System Landscape	X	X		Formal Training						
SAP Organizational Model	X	X		Formal Training						
SAP Master Data	X	X		Formal Training						
<b>SAP Security Fundamentals</b>										
Elements of SAP Authorizations Concepts	X	X		OPT						
Elements of SAP User Master Records	X	X		OPT						
Authorization Mechanics	X	X		OPT						
SAP Security Role Naming Conventions	X	X		OPT						
Derived vs Composite Security Roles	X	X		OPT						
System Security Parameters (RSPARAM)	X	X		OPT						
<b>SAP Security Tools</b>										
Central User Administration (CUA)		X		OPT						
Position Based vs Role Based Security	X	X		OPT						

## Technical Infrastructure Team Portal Skills

Team Member: \_\_\_\_\_

Team Lead: \_\_\_\_\_

### Blueprinting Technical Team Project Skill Matrix

	Lead	Team Lead	Member	Vehicle	Desired Proficiency Level			Start date	Completion date	Status
					Awareness	Working Knowledge	Expert			1=Not started, 2=In progress, 3=Complete
<b>SAP netweaver Portal</b>										
<b>Application Functions/Business Processes:</b>										
System Administration Functions	X	X		OPT						
Log File Administration		X		OPT						
User Administration Functions		X		OPT						
J2EE Administration Functions		X		OPT						
Theme Functions		X		OPT						
<b>Troubleshooting</b>										
OSS searches and notes		X		OPT						
SAP help files and documentation		X		OPT						
SDN Developers Help / Postings		X		OPT						

## Technical Infrastructure Team SAP Basis Skills

Team Member: \_\_\_\_\_

Team Lead: \_\_\_\_\_

**Blueprinting Technical Team Project Skill Matrix**

	Lead	Team Lead	Member	Vehicle	Desired Proficiency Level			Start date	Completion date	Status
					Awareness	Working Knowledge	Expert			
<b>SAP Basis</b>										1=Not started, 2=In progress, 3=Complete
<b>System Build</b>										
Unix system build		X		OPT						
JDK Install		X		OPT						
OS patch (Oracle/SAP Kernel)		X		OPT						
OS configuration/kernel parameters		X		OPT						
File Systems setup/template		X		OPT						
OS patch for Oracle		X		OPT						
Oracle patch/minor patch install		X		OPT						
SAP ABAP Install		X		Formal Training						
SAP J2EE Install		X		Formal Training						
SAP ERP2005 Install		X		Formal Training						
SAP BI 7.0 install		X		Formal Training						
SAP Solution Manager 4.0 Install		X		Formal Training						
SAP EP 7.0 Install		X		OPT						
Define /Maintain SLD (Landscape)		X		OPT						
<b>System Maintenance</b>										
OS Patching		X		OPT						
DB Patching		X		OPT						
Define Transport Management System		X		OPT						
Solution Manager - Change Request Management		X		OPT						
SAP ABAP Patching		X		OPT						
SAP JAVA Patching		X		OPT						
SAP Application Patching		X		OPT						
Setup SAP Maintenance Jobs		X		OPT						
Setup SAP CCMS Monitoring - Problem Mgmt		X		OPT						
Setup SAP CCMS Monitoring - Performance Mgmt		X		OPT						
Setup Solution Manager SLA		X		OPT						

## Technical Infrastructure Team SAP Basis Skills - Continued

Team Member: \_\_\_\_\_

Team Lead: \_\_\_\_\_

**Blueprinting Technical Team Project Skill Matrix**

	Lead	Team Lead	Member	Vehicle	Desired Proficiency Level			Start date	Completion date	Status
					Awareness	Working Knowledge	Expert			
<b>SAP Basis</b>										1=Not started, 2=In progress, 3=Complete
<b>System Operations</b>										
Start/Stop SAP applications		X		OPT						
Start/Stop Oracle		X		OPT						
Start/Stop/Monitor Oracle Backup		X		OPT						
ABAP Performance Monitoring		X		OPT						
JAVA Performance Monitoring		X		OPT						
SAP Job Monitor		X		OPT						
Oracle Database Copy		X		OPT						
Oracle Database Recovery		X		OPT						
SAP Client Copy		X		OPT						
SAP System Copy		X		OPT						
SAP System Recovery		X		OPT						
<b>Security</b>										
Create/Manage Users		X		OPT						
Define/Manage authorization objects		X		OPT						
<b>OSS</b>										
Access SAP Service Portal		X		OPT						
Search for OSS Notes		X		OPT						
Open/Modify/Confirm Message		X		OPT						
Apply OSS Notes		X		OPT						
Search/Download/Apply patches		X		OPT						
Search/Download/Apply support stacks (SPs)		X		OPT						
Open/Close OSS connections		X		OPT						
Maintain/Verify System data		X		OPT						
Setup alert services		X		OPT						
Order go-live checks		X		OPT						
Apply/install Licensekey		X		OPT						
Order DVDs		X		OPT						
Create/Manage OSS accounts		X		OPT						

# Technical Infrastructure Team Business Intelligence Skills

Team Member: \_\_\_\_\_

Team Lead: \_\_\_\_\_

**Blueprinting Technical Team Project Skill Matrix**

	Lead	Team Lead	Member	Vehicle	Desired Proficiency Level			Start date	Completion date	Status
					Awareness	Working Knowledge	Expert			
<b>Business Intelligence</b>										1=Not started, 2=In progress, 3=Complete
<b>Understanding master data requirements for the following:</b>										
Settings in the Administrator Workbench		X		Formal Training / Mentoring						
Persistent Staging Area		X		Formal Training / Mentoring						
InfoSource		X		Formal Training / Mentoring						
Update Rules		X		Formal Training / Mentoring						
InfoObject		X		Formal Training / Mentoring						
Use of Master Data and Master Data-Bearing Characteristics		X		Formal Training / Mentoring						
InfoCube		X		Formal Training / Mentoring						
Data Targets		X		Formal Training / Mentoring						
InfoProviders		X		Formal Training / Mentoring						
Staging Scenarios		X		Formal Training / Mentoring						
Source System		X		Formal Training / Mentoring						
Data Extraction from SAP Source Systems		X		Formal Training / Mentoring						
SOAP-Based Transfer of Data		X		Formal Training / Mentoring						
Data Transfer with UD Connect		X		Formal Training / Mentoring						
Data Transfer with DB Connect		X		Formal Training / Mentoring						
Data Transfer from Flat Files		X		Formal Training / Mentoring						
Data Transfer from External Systems		X		Formal Training / Mentoring						
Data Mart Interface		X		Formal Training / Mentoring						
Business Content (Versions)		X		Formal Training / Mentoring						
Clients in BW		X		Formal Training / Mentoring						
Metadata Repository Features		X		Formal Training / Mentoring						



## Technical Infrastructure Team ABAP Skills

Team Member: \_\_\_\_\_

Team Lead: \_\_\_\_\_

**Blueprinting Technical Team Project Skill Matrix**

	Lead	Team Lead	Member	Vehicle	Desired Proficiency Level			Start date	Completion date	Status
					Awareness	Working Knowledge	Expert			1=Not started, 2=In progress, 3=Complete
<b>ABAP Skills</b>										
<b>Recommended SAP Courses</b>										
BC400 - Training in SAP R/3 - ABAP/4	X	X	X	Formal Training						
BC425 - Enhancements and Modifications	X	X	X	Formal Training						
HR350 - Programming in HR/Payroll	X	X	X	Formal Training						
HR580 - Reporting in Human Resources	X	X	X	Formal Training						
<b>SAP Overview</b>										
ABAP Workbench	X	X		OPT						
ABAP Dictionary	X	X		OPT						
SAP Master Data	X	X		OPT						
<b>SAP ABAP Fundamentals</b>										
Object Navigator	X	X		OPT						
ABAP Editor	X	X		OPT						
Function Builder	X	X		OPT						
ABAP Dictionary	X	X		OPT						
Data Browser	X	X		OPT						
Screen Painter	X	X		OPT						
Menu Painter	X	X		OPT						
Transport Organizer	X	X		OPT						
<b>SAP HR ABAP</b>										
Infotypes (PA, PD, OM, PY)	X	X		OPT						

# Technical Development Team Skills

Team Member: \_\_\_\_\_  
Team Lead: \_\_\_\_\_

**Blueprinting Integration Skill Matrix**

		Lead	Team Lead	Member	Vehicle	Desired Proficiency Level			Start date	Completion date	Status
						Awareness	Working Knowledge	Expert			
											1=Not started, 2=In progress, 3=Complete
<b>Basic Project Skills and Tools:</b>											
	Designing Process Flows (Visio)										
	ASAP Methodologies										
	Microsoft Project										
	SAP Solution Manager										
<b>Understand master data requirements for the following:</b>											
	Project Standards, documentations and Procedures	X	X	X	OPT, Orientation, Reading, Formal training						
	ASAP implementation methodology	X	X	X	Orientation, OPT for SM						
	Blueprint workshop procedures	X	X	X	OPT/ Shadow						
	How to prepare QADB for workshops		X		OPT/ Shadow						
	Different organization elements in FI/CO/FM	X	X	X	OPT/ Shadow						
	Understand and assist in Workshop presentations	X	X		OPT/ Shadow						
	Detail knowledge about those agencies and component units implementing SAP	X	X	X	Workshop, Reading						
	Approach adopted and lesson learned by other States to implement SAP and arrange detail discussion with them		X		Reading and Conference calls with other state projects						
	Process of conducting workshops	X	X		OPT, Reading						
	Drafting workshop documentations	X	X	X	Reading, OPT, Workshops						
	Presenting the workshop outcome to end users	X	X		OPT/ Shadow						
	Conduct workshops with OSC and other users and address their concerns	X	X		Workshops						
	Define organization structures for BICON implementation	X	X	X	Workshops, OPT						
	Process of integration with other functional teams	X	X		OPT, Workshops						
	Identify Organizational Risks		X		OPT, Reading						
	Understand the development specification document formats	X	X	X	OPT, Reading						
	Knowledge about NCDOT and Universities requirements for payroll and salary control interface	X	X		Reading, OPT, Workshops						
	Knowledge about OSC requirements for payroll postings	X	X	X	Reading, OPT, Workshops						
	Develop training and knowledge transfer plan for OSC team members		X		Reading, OPT, Workshops						
	Work with change management team on end user stakeholders impact and change management processes		X		Reading, Workshops						
	SAP Modules training as identified	X	X	X	Formal Training						